

TRANSFORMING THE INTEGRATED LOGISTICS SUPPORT PROCESS AT HQDA

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Introduction

In February 2000, Paul J. Hoeper, then Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT) and Army Acquisition Executive (AAE), took a bold step by disseminating Army policy directing that supportability be elevated to the same status as cost, schedule, and performance for Army acquisition programs. The Army's Integrated Logistics Support (ILS) vision is that the ILS process be:

"A lean (streamlined, proactive), agile (flexible, tailorable) and responsive (right product/service, on-time) process to provide the best, most affordable (lowest life cycle cost), logistic support and sustainment (high readiness) of the soldier, all Army systems, and equipment well into the 21st century."

Army Regulation (AR) 700-127
Integrated Logistics Support

Hoeper recognized that achieving the Army's ILS vision is key to successful Army transformation; after all, one of the Army's transformation tenets is sustainability. The Army's transformation systems must not only be responsive, deployable, agile, versatile, lethal, and survivable, they must also be logistically sustainable at a reduced logistics footprint and cost. Therefore, the Army must develop and field materiel systems that are fully supportable and meet system readiness objectives at the minimum life-cycle cost. Achieving the system's supportability goals is absolutely critical to total system performance.

Early in the acquisition process, program, project, and product managers (PMs) must conduct supportability planning, analyses, and trade-offs to

optimize and integrate supportability, performance, and life-cycle cost. If PMs do not plan for supportability, then the field cannot optimize system sustainment. The supportability planning effort is what identifies, develops, tests, and acquires the logistics support products that provide sustainability in the field.

The Army leadership recognized the need for better integration of acquisition and logistics functions on the Army staff. As part of the recent HQDA realignment, a new ILS office was created within the Office of the ASAALT. The intent was to provide better management and oversight of ILS throughout the Army. This new ILS office will be responsible for overseeing the ILS process, from both a policy and an execution standpoint, to ensure fully supportable systems are fielded in the future.

ILS Directorates

The new OASAALT ILS Office consists of four directorates—the ILS Operations and Policy Directorate and three materiel system directorates: Combat ILS, Combat Support ILS, and Combat Service Support ILS. The ILS Operations and Policy Directorate is responsible for developing Army policy for ILS, materiel release, and total package fielding. This policy mission encompasses key ARs such as AR 700-127, *Integrated Logistics Support*, and AR 700-142, *Materiel Release, Fielding, and Transfer*. This directorate also develops the Army policy and implementation guidance for a relatively new Office of the Secretary of Defense (OSD) initiative, Performance Based Logistics (PBL). In the area of materiel release, the policy on interim materiel release (IMR) has been revised and is currently being finalized for signature. The IMR policy pertains to sys-

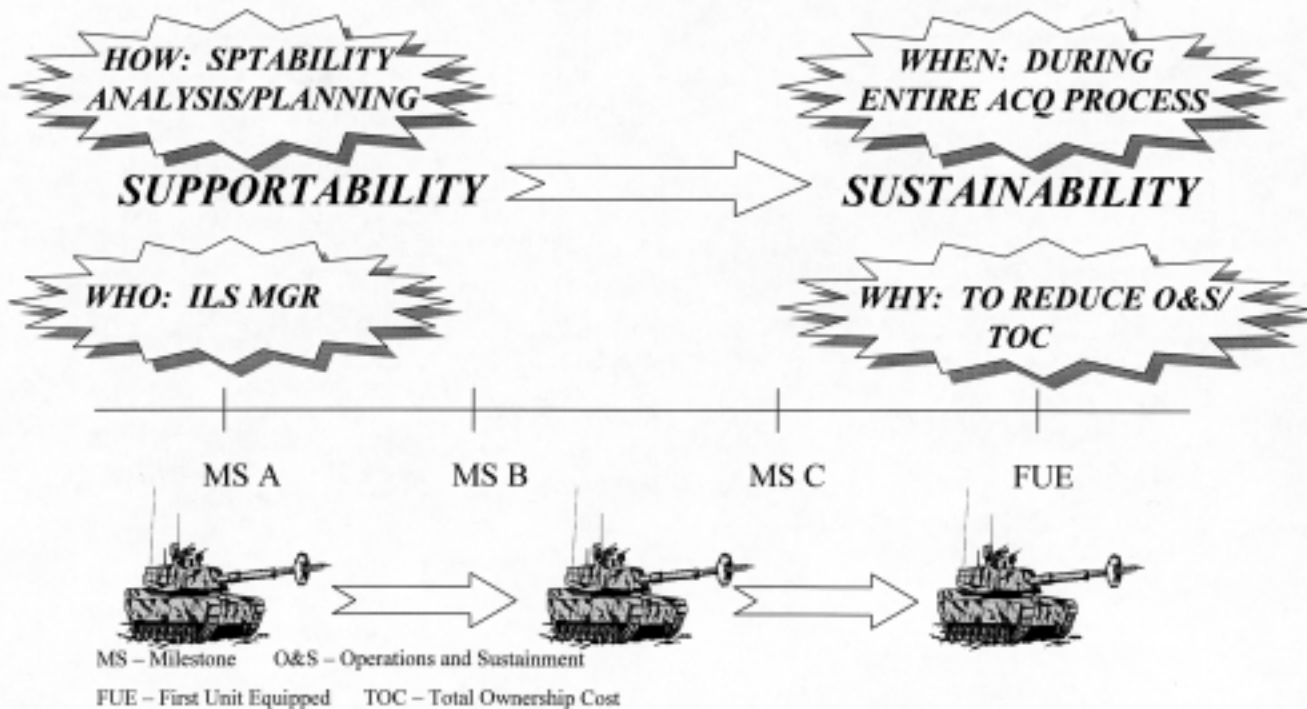
tems under development that are pre-Milestone C and scheduled to be fielded to the Interim Brigade Combat Teams and other eligible units.

The three materiel system directorates serve as the Army's independent logisticians for their respective commodities. To that end, each directorate is responsible for providing oversight and management of the ILS programs for their assigned systems, assisting the PMs in identifying and resolving supportability issues for their programs, and having a representative attend integrated process team meetings and other forums to review and comment on numerous program documentation. This documentation includes requirements documents, the Acquisition Strategy, the Supportability Strategy, the Test and Evaluation Master Plan, and other key documents. Each directorate provides the independent logistician position for materiel release. In the performance of these duties, each directorate interfaces with program executive offices (PEOs) and PMs, the Army Materiel Command and its major subordinate commands, the Army Training and Doctrine Command, major commands, the Army Test and Evaluation Command, the HQDA staff, and other organizations in the acquisition and logistics community. In addition, each directorate assists the G-4, Logistics, as the Responsible Official for Sustainment in identifying supportability issues for his attention at the Army Requirements Oversight Council and the Army Systems Acquisition Review Council (ASARC).

Policy Changes

There are two ILS policy changes currently being discussed. The first involves resuming the DA-level ILS

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reviews, and the second concerns a requirement for a formal approval of the Supportability Strategy by the Responsible Official for Sustainment. The intent is to give the Army a forum to ensure that ILS issues are identified and resolved before milestone decision reviews. Additionally, this will ensure that system supportability planning receives specific review and approval from the Army leadership. Again, the goal is to ensure the Army fields systems that are fully supportable and reduce the logistics footprint at the lowest possible life-cycle cost.

PBL

The Army is currently implementing the new OSD PBL initiative. Through the Defense Planning Guidance and the Quadrennial Defense Review, the Services are directed to implement PBL on all new acquisition programs and acquisition category (ACAT) I and II legacy programs. PBL is a strategy for weapon system product support as an integrated performance package designed to opti-

mize system readiness. It meets performance goals for a weapon system through a support structure based on performance agreements with clear lines of authority and responsibility.

PBL performance goals are measured on system-level, output-oriented metrics such as readiness, cost, and customer wait time. Under PBL, for example, a PM manages suppliers, not supplies. The PM would buy readiness, not parts. The OASAALT ILS Office, the Army lead for PBL, has solicited input from the PEOs and PMs for systems where they have already implemented PBL, systems that are candidates for PBL implementation, and systems where PBL will not be implemented because it is not cost-effective or feasible. The AAE is reviewing the input provided by the PEOs and PMs for approval. After approval of their input by the AAE, PMs will begin to implement their PBL strategy.

Summary

In summary, this new ASAALT ILS organization is long overdue and will go a long way in assisting the Army in implementing Hoyer's February 2000 policy of making supportability coequal to cost, schedule, and performance. A rigorous and responsive ILS process will enable the Army to achieve its transformation goals and field world-class, fully supportable systems to our soldiers.

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